Ministry of Central Services

Annual Report for 2015-16

saskatchewan.ca

Government of Saskatchewan

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Letters of Transmittal

The Honourable Jennifer Campeau Minister of Central Services

Her Honour, the Honourable Vaughn Solomon Schofield,

Lieutenant Governor of Saskatchewan

May it Please Your Honour:

I respectfully submit the Annual Report for the Ministry of Central Services for the fiscal year ending March 31, 2016.

Over the course of 2015-16, the Ministry of Central Services provided Government with the supports needed to deliver better services to the people of Saskatchewan. These services, and the improvements made to them, reflect our 2015-16 Operational Plan commitments.

The Ministry delivered on our commitments to improve building services offered to our clients, with the repairs to the dome of the Saskatchewan Legislative building, and the launch of construction to replace the existing Saskatchewan Hospital in North Battleford facility with an integrated mental health/corrections complex.

On the Information Technology front, Government strengthened its systems, improving the level of service Government delivers to citizens. New decision-making frameworks were established to guide future technology investment decisions for all of Government. In addition, significant progress was made on migration to a new Government website, saskatchewan.ca, which will provide citizens with a more user-friendly, centralized point of access for all government programs and services.

Last year, Central Services supported Priority Saskatchewan, a branch within SaskBuilds, as Government took the foundational steps down the path to improving Saskatchewan's procurement processes. The improvements identified over the past year will help Government as we move forward to ensure an open, fair and transparent bidding environment for Saskatchewan businesses, and that government receives best value for money.

We value the opportunity to provide the support services government needs to continue to build a stronger Saskatchewan.

With this Annual Report, the Ministry of Central Services is pleased to report on commitments honoured in the 2015-16 Operational Plan through fiscal responsibility and accountability.

J Campeau

Jennifer Campeau
Minister of Central Services

Richard Murray
Deputy Minister
of Central Services

The Honourable Jennifer Campeau,

Minister of Central Services

May it Please Your Honour:

I have the honour of submitting the Annual Report for the Ministry of Central Services for the fiscal year ending March 31, 2016.

Central Services takes accountability for the report and the information herein. I am responsible for the financial administration and management control of the Ministry of Central Services, and therefore would like to assure you the information is accurate, complete and reliable.

The Ministry continues to make progress towards its commitments and remains committed to supporting the Government of Saskatchewan's vision and goals.

Respectfully submitted,

Richard Murray
Deputy Minister of Central Services

Introduction

This annual report for the Ministry of Central Services presents the Ministry's results for the fiscal year ending March 31, 2016. It provides results of publicly committed strategies, key actions and performance measures identified in the Ministry of Central Services Plan for 2015-16. It also reflects progress toward commitments from the Government Direction for 2015-16: Keeping Saskatchewan Strong, the *Saskatchewan Plan for Growth – Vision 2020 and Beyond*, throne speeches and the Ministry.

The annual report demonstrates the Ministry's commitment to effective public performance reporting, transparency and accountability to the public.

Alignment with Government's Direction

The Ministry's activities in 2015-16 align with Government's vision and four goals:

Saskatchewan's Vision

"... to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life."

- **Sustaining growth and opportunities for Saskatchewan people**
- **Meeting the challenges of growth**
- **Securing a better quality of life for all Saskatchewan people**
- **Delivering responsive and responsible government**

Together, all ministries and agencies support the achievement of Government's four goals and work towards a secure and prosperous Saskatchewan.

Ministry Overview

Mandate

The Ministry of Central Services provides central coordination and delivery of property management, information technology, project management, procurement, transportation, and other support services to government ministries and agencies.

Mission

The Ministry supports government program delivery by providing property and project management, information technology (IT), transportation services, purchasing, risk management, records management, telecommunications, and mail distribution to client ministries and agencies. By fulfilling its mandate, Central Services enables customers to deliver quality, efficient and effective programs and services to the people of Saskatchewan.

We're enabling our customers to provide excellent service within a smaller, responsive and responsible government.

Services

The services the Ministry provides focus on the people working in government: the buildings they work in; the technology and transportation they use; as well as several other services commonly required by ministries and agencies. By providing efficient and effective services for day-to-day operations, Central Services enables ministries to focus on their specific mandates and serving the people of Saskatchewan.

Property Management manages government's leased and owned office and program space, facility operations and security services for government ministries and public agencies. The Ministry also manages operations and maintenance of the government facilities, ensuring their security and sustainability.

Project Delivery provides management of major client projects for construction and Information Technology (IT) projects.

Technical Services provides technical and engineering expertise for construction projects, as well as manages sustainability and energy efficiency of our buildings and operations.

Information Technology manages the Government of Saskatchewan's information technology network including its architecture, security, file systems and physical infrastructure such as computers, storage systems and mobile devices. Central Services also assists clients with the procurement, operation, management and upgrading of applications.

Commercial Services provides transportation and support services including the Central Vehicle Agency, Executive Air Services, Air Ambulance, Mail Services, Records Management, Telecommunication, and Procurement Services.

Digital Strategy and Operations provides strategic direction and management of the Government of Saskatchewan website, saskatchewan.ca, and government's digital programs.

Corporate Services provides financial, risk management, audit and support services to the Ministry.

Planning, Performance and Communications provides strategic and corporate planning and reporting for the Ministry along with communications support to divisions. The division also oversees all internal communications for the Ministry, manages all media inquiries and houses the Ministry's business improvement functions.

In 2015-16 the Ministry leased or owned 700 buildings located in 150 communities. The Ministry also owned 4,100 vehicles and six aircraft.

Progress in 2015-16

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Strategic priority from the Saskatchewan Plan for Growth: Investing in infrastructure required for growth

Ministry Goal: Provide Service Excellence

Key Actions and Results

Understanding and meeting our customer's needs is key to ensuring that our customers leave happy. The Ministry continues efforts towards improving and enhancing services to our customers through the creation of a Central Services' Customer Service Initiative, which consists of a number of objectives aimed at understanding our customer's needs, developing a shared understanding of services and service levels, and improving the customer experience. Key activities in 2015-16 included:

- Establishment of a cross-ministry working group to map ministry services along with the clients and stakeholders associated with each service. The matrix included customer information, usage assessments and process touch points. This work provided a comprehensive picture of our stakeholders and services and has served as the foundation for all customer service initiative deliverables.

- Development and distribution of a comprehensive customer satisfaction survey to customers in each service area. Survey results provided the Ministry with a sense of how satisfied customers are with our services and enabled us to identify areas of strength and focus. The information has also been used to inform the development of strategies and activities to address areas of concern. The data will serve as the Ministry benchmark for future customer surveys to measure our progress towards improving the customer experience.

  - A full communications strategy will be rolled out in the next fiscal year once the service standards framework has been implemented and the customer satisfaction survey has a second year of comparative data to communicate.

- Creation of a framework to prioritize and develop service standards for core programs and services. This framework will be applied to different services in future years as we continue with implementation of service standards across the Ministry.

- Development of a new customer service website is progressing which will improve the online customer experience. The website will outline and explain all of the customer-facing services, processes and transactions offered by Central Services. Planning and development work has been substantially completed with the technical build of the site expected to be finalized in the next fiscal year. The new website is expected to improve customer satisfaction as it is being designed to be more user-friendly making it easier to complete tasks, and providing increased support for users.

Awareness and commitment to our Ministry values enhance our customer service culture. We foster a culture of providing customers with the best service possible so that they leave happier. A number of activities occurred in 2015-16 to support and enhance our culture:

- Continuation of the Deputy Minister's Awards Program, which recognizes customer service, innovation, team leadership and safety ambassadorship. The program recognizes outstanding work of staff throughout the year who model the Ministry values and culture. Recognition of employees' dedication to service excellence promotes a service-focused culture which enables us to better deliver services to our customers and improves business results.
- Creation of a Director's Forum to assist in implementation of corporate initiatives and communication of our culture and values in a more widespread and consistent way. The Forum involves directors of all branches across the Ministry and has re-focused the Ministry's commitment towards a number of initiatives to strengthen our culture and invest in our leadership.
  - Carried out a number of initiatives through the Forum in 2015-16 with progress made in all areas of focus. Some of these initiatives have been rolled out, or are ready to be rolled out, across the Ministry. Directors are taking leadership and working to advance key ministry initiatives and engage employees across Central Services. Empowering leaders to model the way in support of a customer service culture improves engagement of employees at all levels within the organization and the quality of services we deliver.
- Administered an Employee Engagement Survey, which focused on employee engagement and the Ministry's culture and values. The survey provided employees with the opportunity to express their opinion or provide input on any area of the Ministry's operations, internal or external.
  - Results indicated that employees were extremely positive about their understanding of our service-focused culture with 90 per cent of employees reporting they understand what is expected of them to ensure quality client service delivery.
  - Additionally, 88 per cent of employees indicated that they try to do more than is expected to ensure the Ministry's success, which supports our value of going above and beyond every time.
  - Questions pertaining to safety also scored extremely high with 95 per cent of employees reporting that they are mindful of their own safety as well as the safety of their co-workers.
- Held annual Employee Meetings in Prince Albert, Saskatoon and Regina in 2015-16 which allowed employees the opportunity to ask questions and provide feedback to the Executive Team in a dedicated forum.

The Ministry is committed to continuously improving our programs and services to best meet the needs of our customers. We employ a number of continuous improvement methodologies aimed at ensuring we are doing the right things, in the right way, with the right resources. In the 2015-16 fiscal year, the Ministry:

- Formalized a governance structure and reporting framework to provide oversight of business improvement initiatives and embed a culture of problem-solving and empower employees to continuously improve with processes.
- Undertook a number of initiatives across the Ministry aimed at finding efficiencies and improving outcomes. In total, four large scale improvements were carried out with one improvement initiative impacting several divisions.

- Carried out a cross-divisional initiative within Property Management, Project Management, and Technical Services to map out the lifecycle of a project. The initiative took a comprehensive look at the process of project delivery including: project intake, planning, delivery, and closeout. This initiative was focused on improving project delivery and collaboration across divisions and improving the customer experience.
- Initiated an improvement project within Information Technology Division to document, standardize and manage IT escalations and rush service tickets. Implementing clearly defined criteria for management of service tickets has increased efficiencies through a reduction in process steps and hand-offs to complete the request.
- Completed a second exercise within the IT Division to increase the accuracy and timeliness of project cost estimations. The goal of the initiative was to accurately estimate the cost of projects from the outset to better meet customer needs. The project is still in the implementation phase, but time and cost savings are anticipated due to the improved quality of estimates.
- Carried out an employee-suggested initiative to improve processes and consistencies related to forecasting of full-time equivalents. This resulted in time savings for employees increasing capacity to dedicate to other tasks.

The Ministry, alongside Priority Saskatchewan, is dedicated to improving government's procurement practices and approach. We value the opinions of the business community in regards to their experience with government procurement. In 2015-16, the Ministry continued to explore opportunities to introduce e-procurement and e-commerce capabilities to enhance the procurement process for people looking to do business with government. Additionally, a number of recommendations from the Procurement Transformation Action Plan have been implemented to ensure an accessible bidding environment for Saskatchewan businesses, and that the people of Saskatchewan receive best value for money.

- Posted approximately 3,600 competitions to SaskTenders in 2015-16. As the central repository for all government and Crown tenders, the Ministry remains committed to ensuring the effective and efficient operation of SaskTenders, while we explore opportunities to further enhance the tendering process.
- Continued to work with Priority Saskatchewan, ministries, and the private sector to carry out a comprehensive, corporate review of procurement operations and practices in government. The review is outlined to move government forward with the principles of best value procurement, results based competitions and improving access for our suppliers.
- Conducted significant supplier and industry consultations as part of the Priority Saskatchewan transformation project. The business community has made a number of recommendations for improvements to SaskTenders, including options for e-procurement. We continue to incorporate feedback into enhancements to the current website as well as options for a new procurement portal.
- Issued a customer satisfaction survey to users of SaskTenders as part of a strategy to support ongoing surveying of the business community with respect to Government procurement. This survey was included as part of a broader Ministry-wide survey. The survey measured overall satisfaction with procurement processes. Survey results will be used as a benchmark to measure progress in future years.

- Continued to support and implement the 13 recommendations outlined by Priority Saskatchewan, aimed at improving procurement practices in government and the Crown sector. The recommendations are focused on promoting an open, fair and transparent bidding environment for Saskatchewan businesses and best value for money in government procurement. Policies, procedures and processes are being revamped to better support the Priority Saskatchewan recommendations. To date, six of the initiatives have been fully implemented. Work continues on the remaining initiatives with intent to implement them at the earliest opportunity.
- Developed common templates for procurement including standard tender and request for proposal templates. The templates are currently going through legal review and will be presented through Priority Saskatchewan for approval in 2016-17.
- Developed an overall supplier performance evaluation framework and manual, through Priority Saskatchewan to be used throughout all of government. The framework is currently under consideration and will be implemented in the near future.
- Established a "Best Value" procurement policy and associated legislation, alongside Priority Saskatchewan, to encourage the consideration of factors other than just price in determining which vendor proposal provides the greatest overall benefit. The Ministry continues to implement the policies and procedures necessary to fully support best value in decision making.

Providing easy, simple and fast online and mobile services for citizens and businesses is a priority for the Ministry. Feedback from users indicated that the gov.sk.ca website and online services were not user-friendly and did not meet the needs of citizens. Through the migration to saskatchewan.ca, a single online point of access for government services, the Government of Saskatchewan aims to improve access to relevant information and services, improve cross-governmental collaboration, and establish a common set of digital tools that are built once and used across Ministries.

- Launched the government's digital platform, saskatchewan.ca, in December 2013. The project sets out to simplify the way the Government of Saskatchewan provides information and services by establishing a single online point of contact for all government services.
- Updated our services to meet the expectations of a digital world, focusing on ease of use, ease of access and aligned to citizen's needs.
- Continued with migration of content from the previous Government of Saskatchewan website to saskatchewan.ca. Sixty seven per cent of content has been migrated as of March 31, 2016, with migration scheduled to be complete by the end of 2016-17.
- Made additional enhancements to saskatchewan.ca in 2015-16 to improve accessibility including custom content for visitors outside North America and an option for translation of content into French.
- Undertook extensive user testing activities and implemented a number of recommendations into saskatchewan.ca and applications. Citizen engagement and feedback was of significant importance in the development of a more citizen-centered digital platform.

Performance Measures

Customer Satisfaction

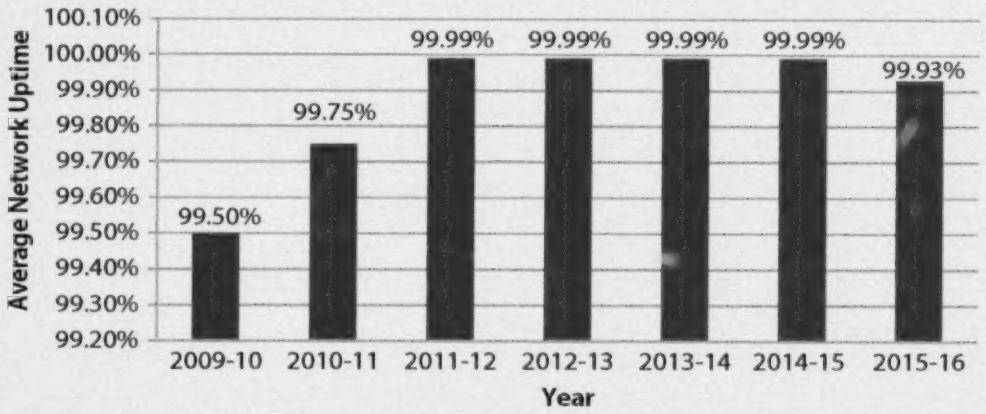
In an effort to improve service delivery and increase customer satisfaction, the Ministry coordinated a Customer Satisfaction Survey, which was administered to customers across Executive Government. Customers from 16 different lines of business were surveyed, including Information Technology, Central Vehicle Agency, Projects, and Commercial Services. Approximately 1,170 responses were received.

Overall, the Ministry has a strong service reputation and good record of meeting or exceeding client expectations. According to the survey, 69 per cent of customers who had accessed Central Service's programs and services responded that the service received was better than they had expected. Additionally, 71 per cent of respondents reported being satisfied with the overall quality, ease of access, and amount of time required to access a service.

Survey results will be a useful tool in supporting the Ministry's ongoing commitment to continuous improvement in customer experience and strengthening our customer service focused culture. Results from the 2015 survey will serve as a benchmark for annual survey work going forward. The next customer satisfaction survey is planned for 2016-17.

High Availability of Systems

Percentage of Network Uptime (during normal business hours)



Source: Central Services, Information Technology Division

Providing a stable and secure IT environment is a key customer service measure for the Ministry as a reliable network enables our clients to effectively deliver programs and services to the citizens of Saskatchewan. Measuring the percentage of network uptime supports the Ministry's goal of working in partnership with the IT sector to provide reliable and effectively operated services. The goal of the Ministry is to maintain an average Wide Area Network (WAN) uptime of at least 99.9 per cent during normal business hours.

Maintaining uptime requires ongoing attention and investment. In 2015-16, hardware and software on core network firewalls were replaced which will help ensure the continued security of data and data communications within the government's network as well as help us ensure ongoing availability of systems.

There were no significant network outages in 2015-16. Network uptime during normal business hours was 99.93 per cent.

First IT Call Resolution and IT Resolution Rate

The Ministry is committed to maintaining quality customer service and resolving IT issues in a timely manner. The IT Service Desk provides support to approximately 12,000 end users via telephone and email. Over the past five years, the service desk has experienced a 45 per cent increase in call volumes.

When a customer has an issue with their IT hardware or software and an incident is received by the Service Desk, employees try to resolve the issue as efficiently as possible. In 2015-16, the number of incidents resolved on first contact increased by 11.86 per cent over the previous fiscal year.

When issues are more complex and we are unable to resolve them on first contact, we have Service Level Agreements (SLAs) in place which define the level of service our customers can expect when they contact the Service Desk. While SLAs differ slightly based on circumstance and location, we attempt to have all issues resolved within the first 48 hours of an incident being received. In 2015-16, the number of incidents resolved within the first 48 hours increased by 1.56 per cent over the previous year.

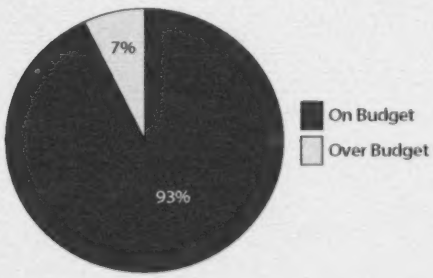
The Ministry continues to improve self-service options to enable customers to troubleshoot their issues. In 2015, an updated tool was launched across Government for users to manage their passwords, making tasks like password retrieval and password changes easier. This tool has further simplified user management of Government network passwords and reduced the number of password related issues received by the IT Service Desk. Updates were also made to our laptop encryption software which eliminated the need for multiple passwords for login. This update has the potential to reduce the number of Service Desk incidents by over 4,000 per year.

Project Management Delivery

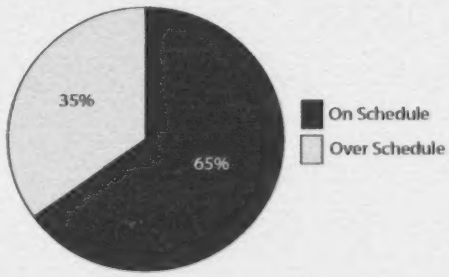
The Ministry strives to manage our projects to achieve desired project outcomes and benefits through effective initiation, planning, execution, controls and closeout. The greatest challenge in delivering both construction and IT projects, is achieving the intended benefits on budget and on time. In 2015-16, the Ministry completed 93 construction projects and 31 IT projects.

Ninety three per cent of construction projects were delivered on budget in 2015-16. The number of projects completed on schedule increased slightly from 63 per cent in 2014-15 to 65 per cent in 2015-16.

Construction Projects – Budget Performance

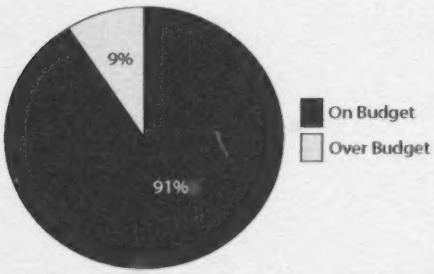


Construction Projects – Schedule Performance

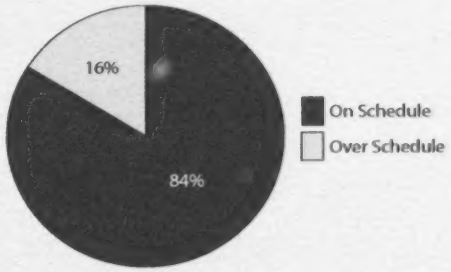


The percentage of IT projects delivered on budget increased significantly from 75 per cent in 2014-15 to 91 per cent in 2015-16. Additionally, the number of projects delivered on schedule increased from 70 per cent to 84 per cent.

IT Projects – Budget Performance



IT Projects – Schedule Performance



Source: Central Services, Project Delivery Division

Accommodation Office Plans

The Ministry manages accommodation services for all of government. Through a mixture of owned and leased properties, we provide the office and program space needed to serve the citizens of Saskatchewan. To ensure that program and office space is effectively meeting customer's needs, the Ministry undertook an exercise to develop a comprehensive accommodation plan for all of our Executive Government clients.

Each individual plan contains: a review of current accommodations, identification of concerns or issues with current accommodations, and future requirements for the next three to five years. The plans, which are specific to each ministry, will be consolidated to form the overall government Accommodation Plan.

The target for 2015-16 was for 100 per cent of customers to have an office accommodation plan completed. As of March 31, 2016, the Ministry had both office and program accommodation plans in place for 100 per cent of government ministries.

Culture Sustainment Plan

The Ministry has conducted two comprehensive Employee Engagement Surveys to date, one in 2014 and one in 2015. Both surveys provided employees with the opportunity to provide their responses to a series of specific questions and issues. It also allowed employees to express their opinions and provide input on any area of the Ministry's operations.

The 2015 survey included 21 questions that correlate directly with questions asked of government employees in seven other Canadian jurisdictions in 2014-15. Positive responses from Central Services' employees in the 2015 survey were comparable in most areas, or exceeded the average positive responses from other jurisdictions.

Employees recognize the importance of our Ministry values and customer service as demonstrated by high positive responses on questions directly related to the Ministry's values.

A direct comparison between the 2014 and 2015 survey results was challenging due to the fact that an additional "neutral" response option was added to the 2015 survey. While the comparison between the two years provides a general idea of the differences between responses, it does not give an accurate enough picture to draw any definitive conclusions on areas where progress was made.

The next Employee Engagement Survey is scheduled for Fall 2016.

Government Goals

Sustaining growth and opportunities for Saskatchewan people | Meeting the challenges of growth | Securing a better quality of life for all Saskatchewan people | **Delivering responsive and responsible government**

Strategic priority from the *Saskatchewan Plan for Growth*: Investing in infrastructure required for growth

Ministry Goal: Ensure Business Sustainability

Key Actions and Results

Modernization of government applications and a strategic approach to IT investment are priorities for ensuring business sustainability. The Ministry continued work in 2015-16 to develop an IT framework which ensures that the services offered by the Ministry support client sustainability and investment decisions are being made more strategically. Additionally, progress was made in several areas towards prioritizing, modernizing, and re-platforming applications across government.

- Continued to enhance the process for strategic decision-making in IT investments across government through the implementation of a stronger governance structure to select, oversee, and prioritize enterprise IT investments. This structure now includes an Information Management Advisory Council (IMAC) which reports to a Deputy Minister Information Technology Governance Committee (DMITGC).
- Revised the IT Governance Framework, and a Portfolio Management Office (PMO) was established. The PMO will facilitate collaboration and understanding among clients and provide a well-defined process for the delivery of our projects.
- Initiated and/or completed several major IT projects in 2015-16 which will provide efficiencies and improve program and service delivery to the citizens of Saskatchewan:
  - *Ministry of Justice's Criminal Justice Information Management System (CJIMS).* The CJIMS project is a joint effort between Justice and Central Services. The project combines four outdated systems (Young Offenders System, Adult Corrections System, Court Management System and Fine Payment Management System) into one modern system using the most current technology. It is the foundation for an Integrated Justice Information Management Services framework that provides the business with an information management system that will streamline day-to-day operations for the Ministry of Justice.
  - *Ministry of Economy's Process Renewal and Infrastructure Management Enhancements (PRIME).* The PRIME program has modernized the Ministry of the Economy's oil and gas business processes and systems. This program has replaced legacy systems dating back 30 years or more. The PRIME program included building the Integrated Resource Information System (IRIS), which supports Economy's oil and gas business processes and facilitates industry single window online self-service, focusing on client service.
  - *Ministry of Environment's Results-Based Regulation (RBR).* The RBR program's purpose is to change business processes and roll out information systems to support the province's new results-based model for environmental regulation. This new model is focused on the health of the environment, communities and the economy.
  - *Ministry of Social Services Linkin Program.* The project replaced an outdated system with an automated system that greatly improves the Ministry's ability to track children in care. It enhances decision-making supports for Child and Family Services staff, and it is critical to Government's commitment to child welfare transformation.

- *Ministry of Finance's Revenue Administration Modernization Project (RAMP).* RAMP is a multi-year program to replace the Government's legacy Revenue Management System with a modern commercial off the shelf tax revenue management system. This initiative will enable the identification of increased tax revenue, reduce costs and increase efficiency in revenue management and compliance processes, as well as allow the Ministry to better serve its clients.

- In addition to the major multi-year projects noted above, the Ministry focused significant efforts towards enhancing security and access to government systems:
  - Upgraded government workstations to Windows 7 in early 2015, which will ensure a secure and reliable IT environment for government employees and protection of citizens' information.
  - Replaced Core Network Firewalls to ensure the continued security of data and data communications within the government's network.
  - Updated government's information security policy to align with industry security best practice ISO/IEC 27002 which provides best practice recommendations for information security management.
  - Established a Centre of Excellence to develop and deploy a modern enterprise customer relationship management system. Projects are underway to enable ministries to migrate to the enterprise system.
  - Upgraded the Government's primary authentication security, Active Directory. Active Directory is the database that stores user account and password information for the purposes of permitting or denying users access to data.
  - Established foundations for an enterprise SharePoint service to serve as an enterprise document management and collaboration system. The enterprise approach allows for economies of scale through a single modern system with modern features and functionality.

The Ministry is committed to investing in sustainable practices and infrastructure to improve efficiencies and reduce the Ministry's environmental impact. A number of initiatives have been undertaken to reduce the environmental effects of our operations including tracking and monitoring of building and vehicle efficiency.

- Reduced building emissions through a number of actions, including energy retrofits, disposal of inefficient surplus buildings, and certification of buildings to environmental standards. Over the last three years, the Ministry has invested approximately $2.7 million in sustainability initiatives. These investments have helped the Ministry achieve substantial reductions in water and energy waste; and improvements with regards to waste diversion.
  - Water reduction projects in various government buildings and specifically in Leadership in Energy and Environmental Design (LEED) certified facilities have helped the Ministry reduce its water consumption by just over 21 per cent or approximately 200 million litres annually.
  - Energy reduction projects/initiatives have seen consumption reduced by 10.5 per cent and utility costs decreased by $4.3 million.
- Further controlled emissions from the transportation portfolio through enhanced driver education, anti-idling campaigns, reducing vehicle size where appropriate through a right-sizing process with major clients, and enhanced fuel efficiency in the fleet when replacements occur.

The Ministry adheres to environmental standards as part of our efforts to build and operate buildings sustainably.
In 2015-16, the Ministry continued to invest in environmental sustainability efforts and undertake a number of sustainability projects.

- Leadership in Energy and Environmental Design certification is awarded by the Canada Green Building Council to recognize buildings that are environmentally responsible and use resources efficiently. Prior to March 31, 2015, five of the Ministry's facilities had received this prestigious LEED certification.
  - Building projects must satisfy prerequisites and demonstrate performance in a number of areas including: indoor environmental air quality, energy and atmosphere, water efficiency, sustainable sites, materials and resources, and innovation in design in order to achieve different levels of certification.
  - In 2015-16, Central Services added another two facilities to its LEED certification portfolio.
    - Pine Grove Women's Correctional Center (Tamarack Building) was the first executive government building in the province to obtain LEED Gold certification (the second highest certification level possible). As correctional facility design does not typically lend itself well to environmentally friendly features such as daylighting, access to views, water savings, and controllability of systems, the design team used a combination of creativity and integrated design to develop an approach to the facility resulting in an environmentally sustainable building as well as setting a precedent for future corrections facility development.
    - Saskatchewan Disease Control Laboratory in Regina. The new laboratory is 44 per cent more energy efficient than the national reference model, and due to its design, is a healthier, more productive work place. The LEED certification for this building was a very rigorous process, as a laboratory must meet very strict building codes to provide a safe and efficient environment for scientists to work. The lab conducts testing relating to medical specimens, food-borne illnesses, communicable diseases, water quality and prenatal screening. The laboratory also supports the biosafety and biohazard spill response programs for the province.
- Building Owners and Managers Association Building Environmental Standards (BOMA BEST) is the Canadian industry standard for commercial building sustainability certification. It is a unique and voluntary national program designed to assess the environmental performance and management of existing buildings.
  - The program provides a consistent framework for building owners and managers to critically assess six key areas of environmental performance and management: energy, water, waste reduction and site evaluation, emissions and effluents, indoor environment, and environmental management system.
  - Prior to March 31, 2015, the Ministry had 20 facilities across the province certified BOMA BEST.
  - During the 2015-16 fiscal year, the Ministry obtained BOMA BEST certification on eight additional facilities throughout the province.
  - BOMA BEST is a certification program for existing buildings and recertification is required every three years. Improving our buildings to acquire certification and maintaining those buildings to qualify for recertification demands significant work.
- Additionally, the Ministry continued to implement water conservation projects, promote recycling and reduction of waste, and reduce energy consumption in various buildings across the province.

Maintenance of a sustainable vehicle fleet that meets customer needs facilitates the delivery of programs and services across government. The Ministry undertook a number of activities and supported a number of efforts in 2015-16 to ensure that the government vehicle fleet is operating in the most efficient and effective capacity.

- Continued with a vehicle right-sizing initiative to ensure government's vehicle fleet is the optimal size. Through this initiative, the Ministry aims to provide clients with the tools and information necessary to ensure their vehicles are best suited to their function.
- Worked with clients on analyzing their fleet utilization. As a result, all Ministries now have a three year vehicle plan and a rolling review schedule is in place to ensure that all Ministries review their fleet at least once during a three year period.

The Ministry values stakeholder input towards improving our procurement and vehicle provision services. Specifically, the Ministry has been undertaking a number of activities to formalize stakeholder working groups which will provide input and recommendations on how we can improve our services to better meet customer needs.

- Developed a new policy framework for CVA which outlines the establishment of a new governance and consultation/advisory model. The framework is currently awaiting approval and the new policy will be rolled out throughout the division once it is endorsed.
- Carried out a number of business improvement initiatives in 2015-16 to evaluate the current procurement capabilities and performance of Government of Saskatchewan procurement. The overall objective of the initiatives was to develop a more contemporary and strategic approach to Procurement across Ministries. A collaborative and coordinated approach will enable the Ministry to minimize risk and deliver ongoing value for money.
- Continued involvement in the efforts outlined in Priority Saskatchewan's 13 point Procurement Transformation Action Plan. The Action Plan was based on extensive feedback gathered from more than 160 consultations with industry and public sector partners. The Ministry is currently aligning our procurement efforts and models with the Priority Saskatchewan recommendations.

Performance Measures

Carbon Dioxide (CO_2) Emissions from Building and Transportation Portfolios

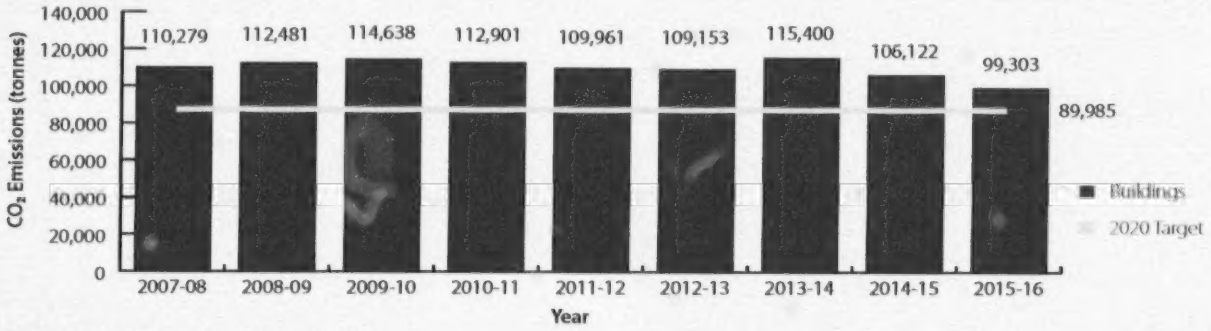
The Ministry achieved a 6.4 per cent reduction in CO_2 emissions from Government buildings since last fiscal year with the ultimate target of 89,895 tonnes of CO_2 emissions by 2020.

The Ministry uses the total building greenhouse gas emissions to monitor the environmental impact of building operations. This is measured in tonnes of CO_2 based on energy consumed (both electricity and natural gas) in buildings which are owned and operated by Central Services, which is estimated from billing information.

Building emissions are affected by a number of factors including weather, building types, building size and the energy sources used throughout the year.

The total CO_2 emissions target for buildings is 89,895 tonnes by 2020, which would be a 20 per cent reduction in carbon from 2007 levels. The Ministry is tracking well towards this target and has reduced emissions by 10 per cent as of March 31, 2016. The CO_2 emitted by the Ministry for owned and operated space decreased from 106,122 tonnes to 99,303 tonnes during the year.

Total Building Greenhouse Gas Emissions



Source: Central Services, Technical Services Division

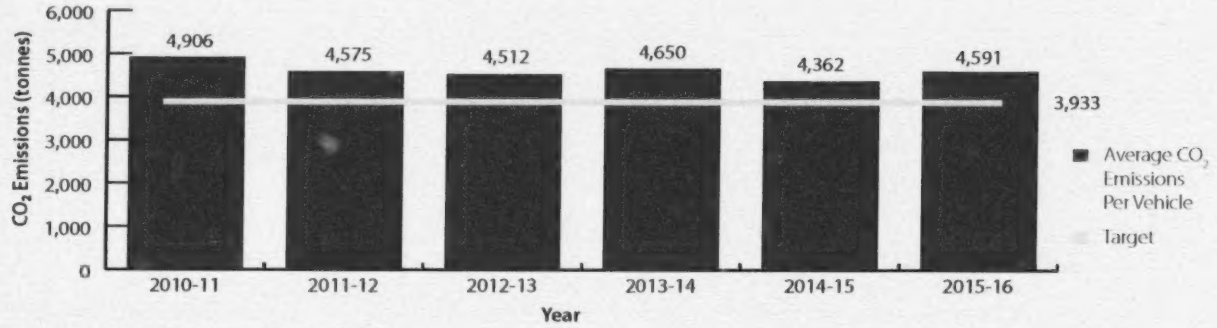
The Ministry uses the fuel efficiency and CO_2 emissions per full maintenance passenger vehicle to monitor performance of the vehicle fleet.

Many factors affect vehicle fuel efficiency, including type of vehicle, amount of use and driver behavior. CVA's control over this measure is limited to influencing clients to make environmentally conscious decisions.

Current efforts to reduce the environmental impact of fleet operations are concentrated on right sizing the fleet, communication efforts and improving measurement and evaluation of fuel consumption.

In line with government's overall commitment to environmental sustainability, the target for reducing emissions is 20 per cent of 2007 levels by 2020. The Ministry has made progress towards this target with an eight per cent reduction achieved as of March 31, 2016.

CO_2 Emissions Per Full Maintenance Passenger Vehicles



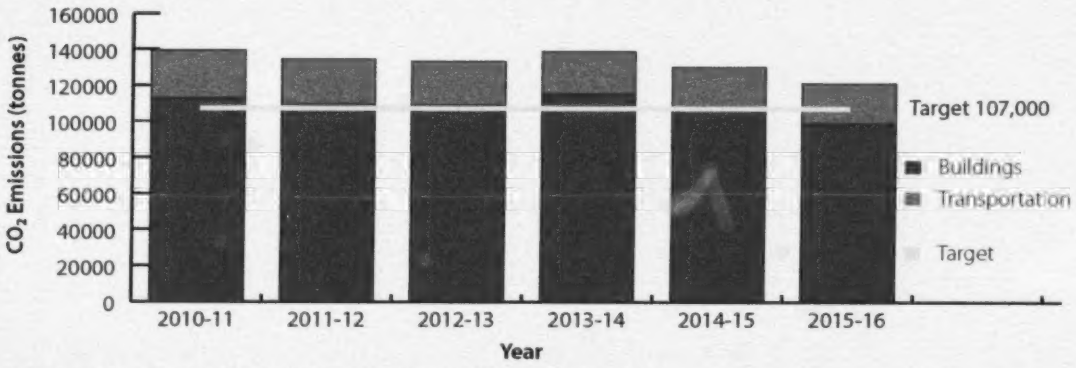
Source: Central Services, Commercial Services Division

The combination of emissions from buildings and transportation (including full maintenance vehicles and airplanes) monitors the success of the Ministry's efforts to reduce the environmental footprint of our operations.

The chart below shows six years of data, which identifies the Ministry's approximate level of CO_2 emissions based on energy consumed.

The Ministry is targeting 107,000 tonnes of emissions by 2020, which would be a 20 per cent reduction in building and transportation emissions from 2007 levels. In 2015-16, the Ministry's emissions totaled 121,408 tonnes which is a 13 per cent reduction from 2007 levels.

Emissions from Building and Transportation Portfolios



Source: Central Services, Commercial Services Division, Property Management Division

Average Condition of Government Buildings

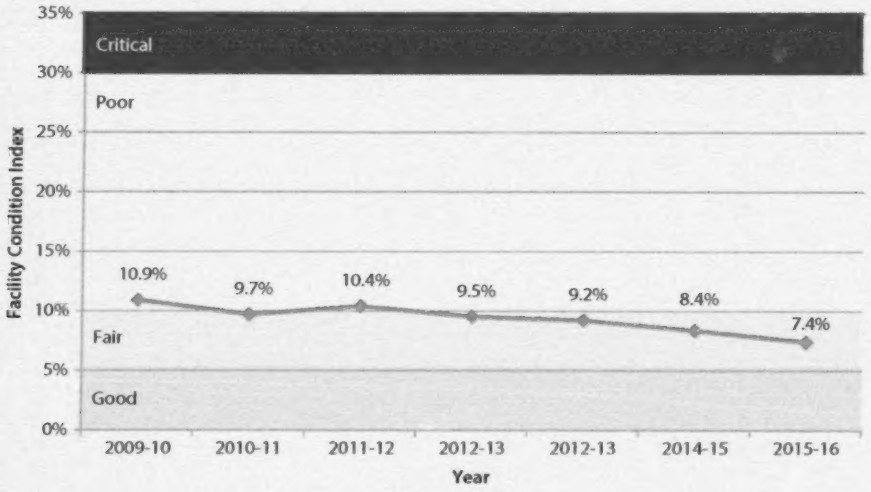
One of the Ministry's largest construction projects in 2015-16 was restoration and preservation of the Saskatchewan Legislative building's dome. This multi-year project addressed damage from the elements that has taken place over the years. These repairs were critical to the building's preservation. Work included stone repairs and extensive mortar repairs/replacement, window rehabilitation, repair and/or replacement of the copper cladding on the roof of the dome, and the rehabilitation of the rainwater management system. The project is substantially complete with full completion in the summer of 2016.

In 2015-16, the Ministry completed planned upgrades to the architectural, structural, mechanical and electrical components of the Saskatoon Provincial Correctional Centre. Also completed were restorations to the Courthouses in Moose Jaw, Saskatoon (restoration and an addition) and Swift Current, earning the Ministry three Lieutenant Governor's Architectural Heritage Awards for each of the projects.

Construction of the new Saskatchewan Hospital in North Battleford also began in September 2015. The new facility will be an integrated mental health and corrections complex which will provide therapeutic services to offenders with mental health issues. The project is scheduled for completion in spring of 2018.

The Facility Condition Index (FCI) is the measure used by the Ministry to monitor the condition of our buildings. FCI is a comparative indicator of the relative condition of facilities – the ratio of the cost of maintenance, repair and replacement deficiencies of a facility to the current replacement value of the building. The higher the FCI, the worse condition the building is in relative to replacement cost. Industry standards indicate that a building with an FCI of less than five per cent is in good condition, 5 to 10 per cent fair, 10 to 30 per cent poor and above 30 per cent indicates that a building is in critical condition. A building portfolio with a Facility Condition Index (FCI) below 10 per cent is considered in fair condition by industry standards. The average condition of government buildings in the Ministry's portfolio as of March 31, 2016 was 7.37 per cent.

Average Condition of Government Buildings (FCI)



Source: Central Services, Technical Services Division

The Ministry continues to assess the condition, over a five year term, of all owned buildings in the government portfolio managed by the Ministry. As a result of building maintenance projects, building renewals, replacement projects and disposals, the cost of deferred maintenance rose at a lower rate than the cost to replace the buildings (the asset replacement value). Seventy three per cent of buildings in the portfolio are rated fair to good with an FCI rating of 10 per cent or less.

The vast majority of the buildings in the poor to critical scales are equipment storage and warehouse buildings as well as buildings in the larger facilities that are being replaced i.e. Saskatchewan Hospital North Battleford, Swift Current Palliser Centre and Valley View Centre in Moose Jaw.

Building Environmental Standards

The Ministry continues work to reduce government's overall environmental footprint by focusing on greening operations and building more environmentally sustainable buildings. Upon review, it was determined that the activities involved in achieving environmental certifications are better reflected as key actions and activities undertaken in 2015-16 are reported above. Additionally, it was determined that a better measure for the performance of our buildings is CO_2 emissions and environmental certifications are a mechanism employed by the Ministry to achieve a reduction in emissions.

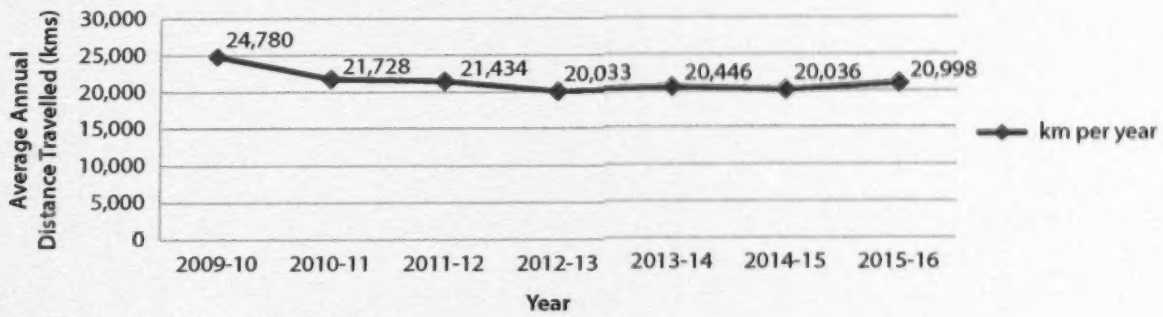
Efficient Vehicle Fleet Operations

According to fleet management standards, any fleet of vehicles averaging less than 20,000 kilometres travelled per vehicle may be underused. However, the core purpose of some of the Ministry's fleet vehicles is to carry specialized equipment or be available for emergency situations. These vehicles will reduce the overall average travel of the fleet.

The average distance travelled per vehicle increased in 2015-16 to 20,998, which is above industry standards. The Central Vehicle Agency conducts right-sizing reviews with major clients to ensure the utilization of government's fleet is appropriate for the level of need and use.

The increase in utilization can be attributed, in part, to the implementation of a new online vehicle management system, FleetWave, which tracks vehicle usage in real-time with improved accuracy. The new system has also created efficiencies in operations as it accepts vehicle bookings 24 hours a day, seven days a week. It gives clients direct access to their own fleet data, so they can make better decisions about spending on vehicle use. The new system also reduces costs by using real-time information to keep the fleet at the right size, and vehicles at the right place, for government's needs. The Ministry has not only made booking easier, but has also created a better experience for drivers of assigned vehicles needing maintenance. As a result of the improved tracking system, the Central Vehicle Agency has reduced the number of vehicles available for pool.

Average Annual Distance Travelled per Government Vehicle



Source: Central Services, Commercial Services Division

Opportunities for Saskatchewan Businesses

The Ministry, in cooperation with Priority Saskatchewan, is in the process of developing a common definition of a Saskatchewan business and measure of the value of local knowledge when assessing procurement opportunities. There is currently no consistent definition of a Saskatchewan vendor, making it difficult to track the success of Saskatchewan vendors. A clear definition of this term will improve the accuracy of procurement data going forward.

Project Safety Plans

All construction projects within the Ministry have appropriate safety plans in place at commencement. The Ministry uses a safety checklist for all large and complex projects, which is updated at several stages during the project. The checklist was reviewed and modified in 2015-16 to better assess potential hazards at the start, so that appropriate measures would be included in safety plans. During implementation, it was determined the new safety plan would be simplified for the delivery of smaller and less complex projects.

Government Goals

Sustaining growth and opportunities for Saskatchewan people
Meeting the challenges of growth
Securing a better quality of life for all Saskatchewan people
Delivering responsive and responsible government

Strategic priority from the *Saskatchewan Plan for Growth*: Investing in infrastructure required for growth

Ministry Goal: Develop a Highly Skilled and Productive Workforce

Key Actions and Results

The Ministry recognizes the importance of our people and is focused on attracting, developing and retaining our employees. In 2015-16, a number of activities were undertaken to implement a forward-thinking human resource plan.

- Hosted a half-day session focused on our people as part of the Strategic Planning process. This session supported the identification of opportunities and risks related to human resources and, more specifically, culture and engagement, leadership, diversity and inclusion, and health safety and wellness within the Ministry. The outcomes of the session enabled the Ministry to identify common themes and develop key strategies to address challenges and benefit from opportunities.
- Established the Directors' Forum to support directors in leading initiatives within the Ministry with various sub-committees dedicated to a number of initiatives aimed at attracting, developing and retaining employees, including:
  - An orientation sub-committee developed a robust presentation and supporting materials for new employee orientation. Orientation sessions will be held for new employees on a quarterly basis.
  - A sub-committee has been established and charged with seeking input from employees on corporate recognition. Focus groups and surveys have been conducted to gather employee perspectives to be incorporated into Ministry recognition plans. Recognition of employees who are modelling our core values and culture is a valuable mechanism to further promote customer service excellence throughout the Ministry.
  - Directors are also ensuring that the Ministry's strategic priorities are being incorporated into everyday business activities and employee annual work plans are aligned with the Ministry's Strategic and Operational Plans.

We recognize that investing in our people contributes to a highly skilled and productive workforce. In 2015-16 the Ministry developed service specific employee development programs to support employees in delivering programs and services:

- Continued the Building Manager Development Program which is a six month mentorship and training program that provides employees with job-shadowing and hands on experience as a building manager. A pilot program was launched in 2014, with the program fully rolled out in the 2015-16 fiscal year. To date, four employees have completed the program which has built capacity within the organization and successfully placed employees into permanent roles within the organization.
- Developed a skills registry for IT employees in highly technical positions. This registry ensures that we have a solid understanding of the current expertise we retain and where gaps may exist based on market demand. It also acts as a valuable tool to identify where investments may need to be made in training and development to better support programs and services.

- Sent 30 pilots from our Air Services division to annual flight simulator training in Wichita, Kansas. Additionally, two aircraft maintenance engineers attended maintenance training in Wichita during the year.
- Established the Directors' Forum reflecting the Ministry's commitment to further develop leaders in the organization and enable directors to play a more active leadership role in the Ministry.
- Continued to support individuals in pursuing or maintaining professional designations and training specific to their current position or career objectives.

A major contributor to the Ministry's workplace culture is ensuring our operations are efficient and moving forward as an organization. To support the Ministry in carrying out our functions more efficiently, an internal reorganization was executed in September 2015. The changes were aimed at ensuring the needed resources and supports are in place to enable focused and dedicated technical, corporate and strategic functions:

- The reorganization resulted in changes to existing branches as well as the creation of new branches within the Ministry.
  - A Technical Services branch was created to provide estimating, scoping, engineering and technical specifications for the Ministry's infrastructure and project planning, as well as lead the Ministry's environmental and sustainability programs.
  - A Corporate Services branch was created with responsibility for Risk and Support Services as well as Policy, Internal Audit, and Financial Services.
  - A dedicated Planning Performance and Communications branch was established to execute the Ministry's planning, reporting and performance functions as well as internal and external communications.
  - Air Services was integrated into the Commercial Services branch to provide for more streamlined operations of the transportation areas of the business.
- Additionally, as part of the reorganization, the IT division underwent a functional review and, based on the results, the Office of the Chief Information Officer was established to better support the mandate of that division. The restructuring has also enabled the division to be more responsive to client needs and best use the skills and expertise of employees.

The Ministry is committed to Mission Zero, and ensuring that appropriate safety planning is in place to reduce and prevent workplace injuries. In 2015-16, the Ministry took steps to further refine and implement our Ministry wide Safety Plan.

- Continued to identify and assess hazards within our workplaces. The hazards identified and assessed as high risk are the first priority. Safe Work Procedures have been developed for a number of high risk hazards which provide step-by-step instructions on how to conduct the task in a safe manner. The Safe Work Procedures also identify training requirements within various areas of the Ministry and are a useful tool for training new employees or refreshing current employees in how a task should be conducted.
- Documented over 80 Safe Work Procedures which have been shared across the Ministry. Work will continue in 2016-17 to provide the necessary training and procedures for staff in remaining areas of the Ministry to enable them to conduct their own assessments and develop worksite specific Safe Work Procedures as required.

- Developed and rolled out a comprehensive Health and Safety Program based on the elements developed by the Saskatchewan Joint Industry Committee's (JIC) Framework for a Health and Safety Program. As a part of the program, regular communications on a variety of safety and wellness topics are included for broad distribution in internal newsletters and an emergency response guide was developed and distributed to employees in Century Plaza.
- Established a safety assessment process and forms for construction projects and provided training to Project Managers. These processes ensure that hazards are identified, documented and shared to keep employees, contractors, customers and the general public safe around our construction sites. The process is currently in place for construction projects but will be modified and used by building managers across the province.
- Implemented a process to ensure compliance with Prime Contractor legislation which indicates that a prime contractor must be identified for multi-employer worksites where there are 10 or more contractors on-site at any given time. Training has been provided to Project Management staff in both the North/Saskatoon and Regina/South regions to ensure awareness/understanding and correct processes are followed.

Safety is one of our core value statements and is incorporated into annual planning activities. In 2015-16, the Ministry continued with our efforts to ensure that professional development and safety certification requirements are defined through branch and employee planning activities:

- Ensured professional development and safety certification requirements are defined and met within branch plans and employee training plans. Individual branch leaders are responsible to track required safety certifications for their employees.
- Took steps to ensure that safety processes and training exist for key operational functions/equipment operations.
- Included safety objectives as a standard in employees' annual work plans. Identification of safe work objectives will keep safety at top of mind for all employees and enable identification of safety training requirements for the year.
- Delivered targeted safety training on a number of various topics in 2015-16. Training was delivered in the areas of Asbestos Management, Fall Protection, Confined Space, Mould Management, Fire Safety, WHMIS, First Aid/CPR and Supervision, Safety, and Construction Project Safety Assessments.

We take proactive steps to manage short-term and long-term disability cases and help sick or injured employees return to work. Though mechanisms are in place to reduce the number of workplace injuries, the Ministry has supported a number of return to work initiatives in the event that an incident does occur.

- Continued to actively manage our Return to Work Program (RTW) in which employees provide the Ministry with any medical restrictions they may have resulting from a workplace injury, after their initial visit to a medical practitioner. The Ministry develops a plan specific to each employee which supports employees throughout their return to work and attempts to accommodate and find alternative work for employees who prefer to return back to the work place as quickly as possible.
- Provided support to employees through the RTW program and modified work assignments which assisted the Ministry in reducing the number of compensation days from 2,472 in 2011 to 1,154 days in 2015 and reduced costs from $414,740 in 2011 to $216,321 in 2015. This reduction is largely attributed to modified work arrangements that are offered to sick or injured employees so that they can return to work in a safe and timely manner to activities which are best suited to their abilities.

Performance Measures

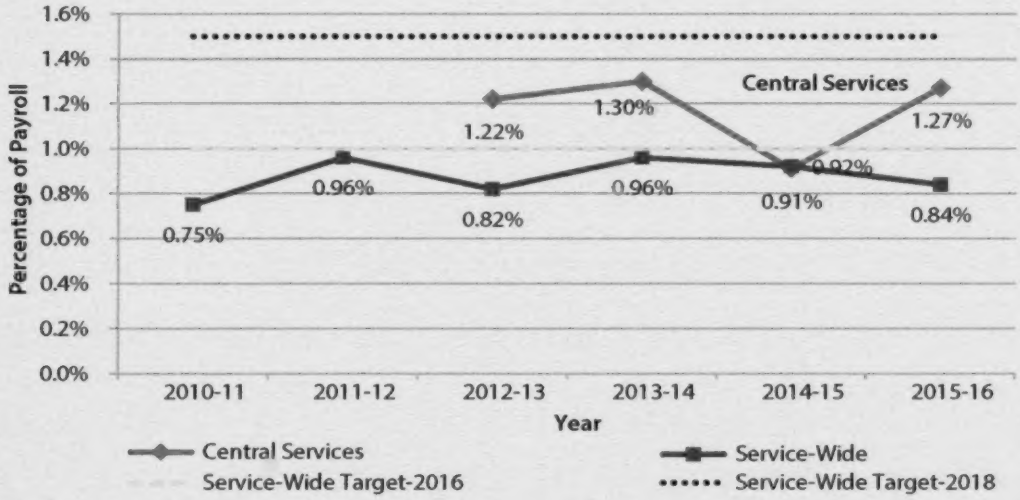
Learning and Development as a Percentage of Payroll

This measures the amount Central Services spent on training its employees as a percentage of payroll. The measure provides insight into investment in education, training and development for employees and helps ensure they have the skills and expertise needed to deliver programs and services. Investing in our employees contributes to improving overall organizational performance and capability, creating a work environment that supports employee engagement, and building effective public service leadership and management.

The Ministry's investment as a percentage has remained above the service-wide percentage for the past four years. In 2015-16, investments in learning and development were 1.27 per cent of payroll which is above the 2016 service-wide target of 1.0 per cent.

The Ministry will continue to invest in our employees in order to reach the 2018 service-wide target of 1.5 per cent of payroll spent on learning and development.

Percentage of Payroll Spent on Learning and Development



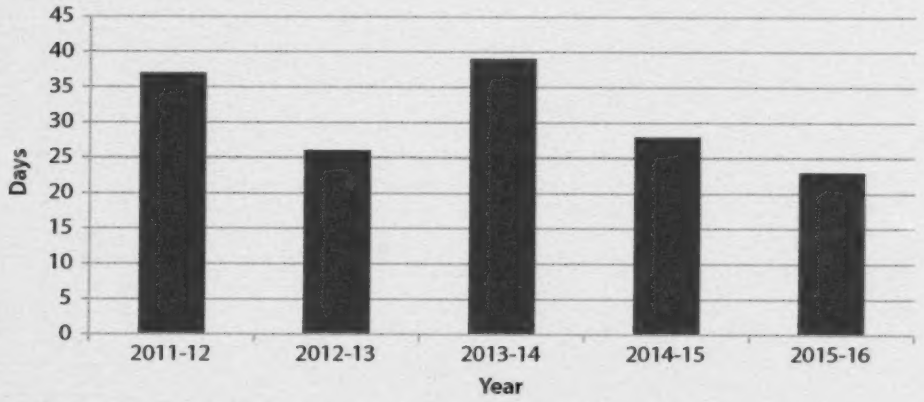
Source: Public Service Commission

Safety

In 2015-2016, the Ministry achieved a 32 per cent reduction in the number of time-loss injury claims from the three-year average and had the lowest number of claims in the past five years. Since 2013, the reduction in time loss claims has exceeded the annual 10 per cent reduction target.

- The Ministry's Property Management Division continued to focus on safety, by conducting hazard identification and analysis in the workplace, a key element of the Ministry's Health and Safety Program. This has resulted in the development of Safe Work Procedures for a number of high risk tasks.
- Currently over 80 safe work procedures have been documented and shared across the Ministry.
- Work will continue in 2016-17 to provide the necessary training and procedures for staff in remaining areas of the Ministry to enable them to conduct their own assessments and develop worksite specific Safe Work Procedures as required.

Time-Loss Claims



Source: Central Services, Corporate Services Division

2015-16 Financial Overview

Central Services' 2015-16 expenditure budget (appropriation) was $179.00 million, including $151.00 million for capital asset acquisitions.

In addition to appropriated funds, a significant portion of the budget for the programs within Central Services operate on the principles of shared services and net budgeting, which are set out in *The Financial Administration Act, 1993*. The Act allows for ministries to provide shared services to other ministries and to charge those ministries for the costs of those services. In total, the Ministry's budgeted funding was $482.74 million, summarized as:

2015-16 Funding

	2014-15 Actual ($000s)	2015-16 Budget ($000s)	2015-16 Actual ($000s)
Total Expenditure	61,495	179,001	97,277
Costs Allocated to Ministries	308,129	232,788	302,035
Costs Charged to External Clients	70,753	70,952	68,293
Total Budgeted Funding	**440,377**	**482,741**	**467,605**
Less: Costs Allocated to Ministries	(308,129)	(232,788)	(302,035)
Costs Charged to External Clients	(70,753)	(70,952)	(68,293)
Capital Asset Acquisitions	(22,822)	(151,007)	(73,849)
Commercial Activity Deficit	(964)	–	–
Add: Capital Asset Amortization	–	790	–
Total Budgeted Expense	**37,709**	**28,784**	**23,428**

Actual funding totalled $467.60 million; a variance of $15.14 million compared to budget. The variance is primarily a result of lower than expected spending on the first year of construction on the Saskatchewan Hospital North Battleford project. Results by subvote and program area are summarized in subsequent pages of the annual report.

In 2015-16, Central Services' full time equivalent (FTE) budget was 817.1, net of an in-year reduction of 15.9 FTEs. Central Services' average utilization was 883 FTEs net of 48 student FTEs.

Expenses

The following table outlines information on actual and budgeted results by subvote and programs. The table also identifies the amounts allocated to ministries as internal recoveries and amounts charged to clients external to the General Revenue Fund. Significant variance explanations are provided for in the notes.

Subvote/Allocation	(in thousands of dollars) 2014-15 Actual	2015-16 Budget	2015-16 Actual	Variance Over/ (Under)	Notes
Central Management and Services (CS01)					
Minister's Salary (Statutory)	$ 48	$ 48	$ 48	$ -	
Executive Management	637	820	675	(145)	1
Central Services	7,293	8,771	7,970	(801)	1
Accommodation Services	422	343	410	67	
Allocated to Services Subvotes	(8,352)	(9,934)	(9,055)	879	2
Subvote Total	**$ 48**	**$ 48**	**$ 48**	**$ -**	
Property Management (CS02)					
Operations and Maintenance of Property	$ 165,405	$ 159,068	$ 161,864	$ 2,796	3
Accommodation Costs Incurred on Behalf of the Leg Assembly	3,002	2,959	2,958	(1)	
Program Delivery and Client Services	17,728	19,251	17,044	(2,207)	4
Environmental Sustainability Investments	877	1,982	701	(1,281)	5
Property Management Allocated to Ministries	(128,461)	(127,578)	(130,306)	(2,728)	6
Property Management Charged to External Clients	(45,758)	(46,692)	(47,775)	(1,083)	6
Subvote Total	**$ 12,793**	**$ 8,990**	**$ 4,486**	**$ (4,504)**	
Project Management (CS03)					
Courthouses	$ 7,282	$ 4,040	$ 4,690	$ 650	7
Regina South Broad Plaza Office Renovations	-	2,660	-	(2,660)	
Assessment and Stabilization Homes for People with Intellectual Disabilities	-	2,035	-	(2,035)	
Prince Albert Provincial Correctional Centre	13,000	5,650	2,858	(2,792)	8
Other	17,899	5,881	16,118	10,237	9
Project Management Allocated to Ministries	(35,692)	(20,266)	(22,797)	(2,531)	10
Project Management Charged to External Clients	(2,489)	-	(869)	(869)	10
Subvote Total	**$ -**	**$ -**	**$ -**	**$ -**	
Transportation and Other Services (CS05)					
Vehicle Services	$ 35,242	$ 36,309	$ 31,802	$ (4,507)	11
Air Services	10,800	11,755	11,327	(428)	12
Saskatchewan Archives Board	4,401	-	-	-	13
Procurement	3,329	4,025	2,936	(1,089)	14
Mail Services	13,040	12,635	13,514	879	15
Telecommunications Services	3,685	3,705	2,755	(950)	16
Services Allocated to Ministries	(39,635)	(41,892)	(41,187)	705	17
Services Charged to External Clients	(19,335)	(22,127)	(16,366)	5,761	17
Subvote Total	**$ 11,527**	**$ 4,410**	**$ 4,781**	**$ 371**	

Major Capital Asset Acquisitions (CS07)					
Land, Buildings and Improvements	$ 7,723	$ 138,542	$ 64,007	$ (74,535)	**18**
Machinery and Equipment	5,795	9,131	7,068	(2,063)	**19**
Office and Information Technology	9,304	3,334	2,774	(560)	**20**
Subvote Total	**$ 22,822**	**$ 151,007**	**$ 73,849**	**$ (77,158)**	
Information Technology Office (CS11)					
IT Coordination and Transformation Initiatives	$ 7,561	$ 8,774	$ 8,399	$ (375)	**21**
Application Support	7,811	6,717	7,302	585	**22**
Interministerial Services	106,445	44,240	109,439	65,199	**23**
IT Allocated to Ministries	(104,341)	(43,052)	(107,745)	(64,693)	**24**
IT Allocated to External Clients	(3,171)	(2,133)	(3,283)	(1,150)	**24**
Subvote Total	**$ 14,305**	**$ 14,546**	**$ 14,112**	**$ (434)**	
Total Expenditure	**$ 61,495**	**$ 179,001**	**$ 97,277**	**$ (81,725)**	
Less: Capital Asset Acquisition	$ (22,822)	$ (151,007)	$ (73,849)	$ 77,158	
Commercial Activity Deficit	(964)	-	-	-	
Add: Capital Asset Amortization	-	790	-	(790)	
Total Expense	**$ 37,709**	**$ 28,784**	**$ 23,428**	**$ (5,357)**	

Explanation of Major Variances from 2015-16 Actuals to 2015-16 Budget:

1. Decrease due to salary and administrative savings.
2. Savings from the subvote were reflected in the allocations to subvotes with commercial activity.
3. Variance is attributable to increased spending on government owned building maintenance projects.
4. The savings in program delivery and client services is primarily attributable to salary savings as a result of vacancies.
5. Projects in Environmental Sustainability were deferred, and savings were redirected to other areas.
6. The variance in recoveries is a result of space changes on behalf of clients.
7. Increase in client requested project work.
8. Work to complete the Pine Grove Correctional Centre was completed under budget.
9. Variance due to additional work requested by clients.
10. Increase in client billings is related to client projects that were identified throughout 2015-16.
11. Savings are primarily a result of reduced vehicle fleet, and lower than budgeted fuel costs.
12. Expenses for Air Services were lower than budgeted due to decreased travel.
13. The responsibility for the Saskatchewan Archives Board was transferred to the Ministry of Parks, Culture, and Sport.

14. The variance is primarily a result of salary and administrative savings.

15. The variance is a result of increased records storage costs, offset by an increase in recoveries.

16. The variance reflects SaskTel taking over billing for multi-tenant CommunityNet services.

17. Variance is a result of recoveries being lower than budgeted in Air and Vehicle Services.

18. The variance in Land, Buildings and Improvements is related to the first year of construction on the Saskatchewan Hospital North Battleford. The original budget was created from pre-tender estimates and revised based on the winning proponent's construction schedule.

19. Machinery and equipment purchases were scaled back during the 2015-16 fiscal year.

20. The variance in Office and Information Technology was due to the scaling back of IT projects.

21. Decrease due to salary and administrative savings.

22. Application Support experienced pressures due to increased support required for aging applications.

23. The variance is a result of major IT initiatives and other in year client requests. The budget for these initiatives is appropriated to client ministries.

24. Increased recoveries to offset increase in client-requested projects.

Revenues

The majority of the revenue collected by the Ministry of Central Services is related to the provision of commercial activities. The following table outlines information on actual and budgeted revenues.

	2014-15 Actual ($000s)	2015-16 Budget ($000s)	2015-16 Actual ($000s)	2015-16 Budget to Actual ($000s)	Notes
Transfers from Government Entities and Other Own-Source					
Sales, Services and Service Fees	104	-	687	687	**1**
Other Revenues	5,325	20,000	9,017	(10,983)	**2**
Commercial Operations	70,753	70,952	68,505	(2,447)	**3**
Total	**76,182**	**90,952**	**78,209**	**(12,743)**	

Explanation of Major Variances from Budget:

1. The majority of the revenue for sales, services, and service fees was obtained from the sale of previously expensed assets.
2. Decrease in sales of surplus vehicles and properties.
3. Commercial Operations revenue is received from clients that are external to the General Revenue Fund.

For More Information

For general information about Central Services, please visit www.saskatchewan.ca

Other important websites:

www.sasktenders.ca
www.sasksurplus.ca
www.communitydonations.ca

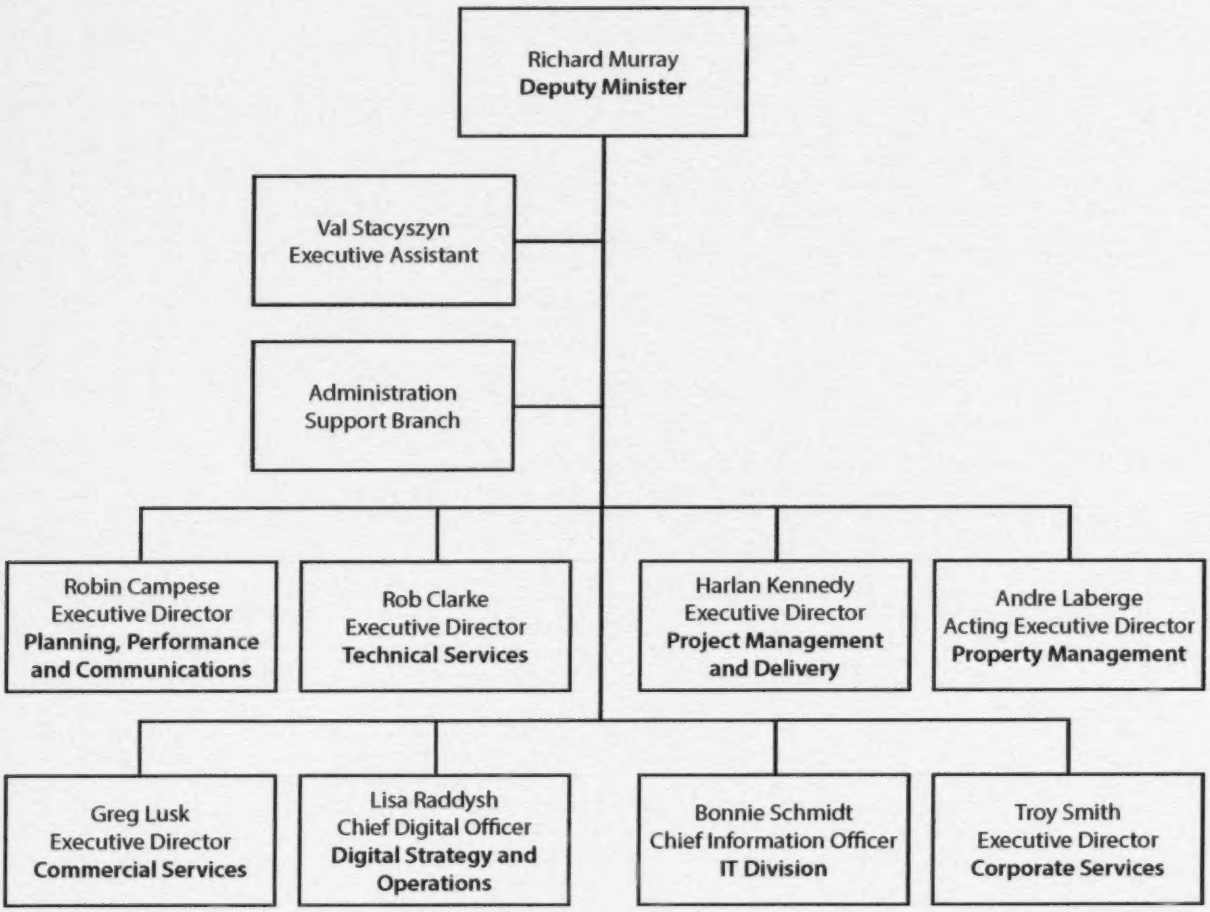
For more information about the Government of Saskatchewan, please visit www.saskatchewan.ca

For specific inquiries related to this report, please contact:

Ministry of Central Services
Planning, Performance and Communications
1920 Rose Street
Regina, SK S4P 0A9
Phone: 306-787-1589
Fax: 306-787-1061

Appendices

Appendix A: Organizational Chart



Note: This organizational chart represents the structure of the Ministry as of March 31, 2016.